



Approved June 8, 2020

WBC MISSION STATEMENT

Increasing beef demand domestically and internationally for the benefit of Wyoming farmers and ranchers.

WBC VISION

The WBC will be the most respected and trusted beef marketing organization in Wyoming by ensuring responsible and effective allocation of checkoff funds to improve the marketing climate for beef and beef products.

FUNDING PHILOSOPHIES

Wyoming checkoff dollars have the greatest potential to affect a positive change in consumer behavior when pooled with dollars from other state beef councils and when used in high-population areas where beef is consumed rather than where it is raised.

The WBC is accountable to all Wyoming cattlemen and is responsible for ensuring that investors are aware of how their beef checkoff dollars are spent.



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Organization Information

Background

The Wyoming Beef Council (WBC) was created in 1971 by Wyoming cattlemen and women to administer a self-financed state beef checkoff; a program to develop, maintain and expand markets for beef. In 1985 when the national Beef Promotion Research Act was passed as part of the 1985 Farm Bill, the WBC became Wyoming’s official organization qualified to collect and administer the national beef checkoff. Upon implementation of the national beef checkoff, the WBC ceased in-state collections authorized through the state statute. Since October, 1986 WBC programs have been conducted with Wyoming funds collected under the national \$1-per-head beef checkoff.

Pursuant to the Beef Promotion Research Act and Order, fifty cents of each dollar collected in Wyoming is sent to the Cattlemen’s Beef Board. The expenditure of the remaining fifty cents is determined by cattlemen and cattlemen in the state who serve on the WBC. At the discretion of the WBC, state retained revenue may be sent to the Federation of State Beef Councils and the U.S. Meat Export Federation to support national and international marketing efforts.

Through industry-wide effort, grassroots beef producers have established a long-range plan to provide focus and to guide programs for the betterment of the industry. As the Qualified State Beef Council in Wyoming, the WBC supports the visions and priorities established in the Beef Industry Long-Range Plan 2016-2020 (appendix A).

Role of the Wyoming Beef Council

The WBC is a state agency and functions under the laws of the State of Wyoming as well as the Beef Promotion and Research Act. Under these statutes, the WBC is charged with:

- Collection of the beef checkoff.
- Ensuring compliance with the state and federal regulations.
- Coordinating the checkoff program in Wyoming with the Cattlemen's Beef Board and the Federation of State Beef Councils.
- Implementing state programs that support the vision and priorities of the Beef Industry Long-Range Plan.

All programs funded with Wyoming beef checkoff dollars must meet the criteria set forth in the Beef Promotion Research Act and Order.

Industry & Consumer Analysis

Cattle Numbers

The January 1, 2020 inventory of all cattle and calves in Wyoming totaled 1.32 million head, up 2 percent from the January 1, 2019 inventory, according to the January 1 Cattle Survey conducted by the Mountain Regional Field Office of the National Agricultural Statistics Service, USDA. Beef cows, at 724,000 head, were up 10,000 head from the previous year. Milk cows were unchanged from last year at 6,000 head. Wyoming's 2019 calf crop, at 670,000 head, is unchanged from 2018. Cattle numbers in Wyoming have been stable over the past few years, with the ten year average equaling 1.32 million head. Wyoming's largest head count of cattle and calves was established in 1975 at 1.69 million head.

Financial Trends

While cattle numbers are consistent, variables such as weather, cattle prices, feed prices, available grazing and other market conditions that motivate ranchers to retain or sell cattle can cause fluctuations in beef checkoff revenue. Historically, however, checkoff revenue can be predicted with reasonable accuracy by following historical trends. One reliable historical observation is that checkoff revenue is generally 72-75 percent of the number of cattle counted January 1. This is true

for both fiscal year and calendar year calculations. Some fluctuation can be seen when averaging fewer than 5 years but the 10 and 20 year average are consistently within this range.

Consistent revenue does not mean that the WBC has not been impacted by inflation. The WBC began collecting the \$1-per-head checkoff in 1986. By comparison, that would be equivalent to \$2.39 per-head today. That disparity increases when the shrinking cow herd and heavier carcass weights are considered.

National Consumer Trends

The United States' total population as projected by the US Census Bureau as of May 1, 2020 was 329.6 million with 85 percent of the population residing in cities and suburbs. The Millennial Generation, those born between 1980 and the early 2000, is the largest segment of the US population, exceeding 83 million. Among the older half of millennials, those between ages 25-34, there are 10.8 million households with children. Further, with millennials accounting for 80 percent of the 4 million annual U.S. births, the number of new millennial parents stands to grow exponentially over the next decade.

The Beef Checkoff continues to conduct extensive research to understand the spending habits, beef knowledge and cooking comfort of this population segment. Some of the key findings of this research include:

- Millennials desire frequent home-cooked meals but say they just don't have the time.
- The majority want easy beef recipes that take 30 minutes or less to make.
- Millennials look to social media as a source for tips about preparing beef.
- 80% of millennial shoppers (primarily women) look for easy beef recipes, but are also looking for new cuisines, flavors and dishes with "wow" factor.
- Millennial parents want to make the best food choices for their families and are willing to learn.
- Millennials are interested in food processing, food production and its effects on the environment.

- Millennials are knowledge seekers. Seventy five percent want information about steaks and how to prepare and cook them and 55 percent want information on preparing and serving beef to their children.

Getting the news out about healthy beef benefits and convenience is critical in fully convincing this generation to feel comfortable and confident in choosing beef. In particular, special attention should be focused on millennial parents, who tend to be more concerned about the healthfulness of beef than those without children. Additionally, children raised on beef are more likely to include beef in their diet later in life.

International Consumer Trends

Keeping national statistics in mind, it is also important to recognize that while domestic demand for beef has remained relatively consistent in recent years, global demand for premium protein is expected to increase 68 percent by 2050. Recent Cattle-Fax data shows that exports contribute \$321.20 to the per-head value of fed cattle. While 85% of U.S. beef production is consumed in the domestic market, the portion that is exported leans heavily toward variety meat items that attract little or no interest from domestic consumers and underutilized muscle cuts for which domestic demand is lacking. For example, beef tongue exports to Japan equate to about \$12 per head of U.S. fed cattle. Beef tripe exports to Mexico were worth \$112 million in 2019 – an increase of 30% over 2018 – while total beef variety meat exports to Mexico were worth \$277 million, up 21%. Nearly all of U.S. beef livers are exported, to markets such as Egypt, South Africa, Mexico and Southeast Asia.

Wyoming Consumer Trends

According to the U.S. Census Bureau, Wyoming's population was estimated at 578,759 in 2019, making it the least populous state in the United States. Wyoming is home to approximately 100,000 millennials with 51,000 of those falling into the primary household purchaser age range.¹ Compared to the Wyoming cattle inventory, there are approximately 2.28 cattle to every person, leading to the logical assumption that the majority of beef produced in Wyoming is purchased and eaten outside of the state.

¹ <https://www.census.gov/quickfacts/WY>

Investor Trends

Wyoming is home to approximately 5,600 beef ranchers who are all required to pay the beef checkoff. Because the beef checkoff is a mandatory program, state beef councils have the responsibility of ensuring investors and constituents are aware of how their money is being spent. A survey of Wyoming cattlemen conducted January 2018 showed 78 percent of Wyoming beef producers feel informed about the beef checkoff compared to 65 percent nationally. However, the survey also showed a five percent decrease in the number of Wyoming producers who approve of the beef checkoff when compared to 2015 survey results.

Results of Industry & Customer Analysis

The current Wyoming Beef Council Strategic Plan was developed in 2015 and revised in 2016 to coordinate with updates to the Beef Industry Long Range Plan. The core strategies and tactics that follow have been developed to specifically address the priorities in the Strategic Plan while following the requirements of the Beef Promotion Research Act and Order and coordinating with the Beef Industry Long Range Plan.

Strategic Priorities

1. ***Support the mission and vision of the beef industry long range plan.***
 - A. Capitalize on Wyoming's ranching culture and heritage to improve the image of the beef community among millennial parents and key thought leaders.
 - B. Entice millennial parents to cook beef and share recipes by providing recipes that showcase Wyoming's culture and heritage.
 - C. Proactively educate influencers of and apprise producers about environmentally, socially and economically sustainable beef production practices.
 - D. Educate health and nutrition influencers about the nutritional benefits of beef.
2. ***Increase understanding of and support for the beef checkoff.***
 - E. Increase percentage of Wyoming beef producers who feel informed about the checkoff to 80%.
 - F. Increase approval rating of the beef checkoff in Wyoming to 75%.

Core Priorities, Tactics and Goals

I. Support the mission and vision of the beef industry long range plan.

Priority A: Capitalize on Wyoming's ranching culture and heritage to improve the image of the beef community among millennial parents and key thought leaders.

1. Assess the need for and participate in efforts to expand beef purchases in foreign markets.
Goal: Reach 300,000 beef consumers in foreign markets.
2. Utilize wybeef.com and social media to share Wyoming ranching stories with millennial parents and key thought leaders across the globe.
Goal: Increase wybeef.com page views, currently at 13,000 to 15,000 per year.
3. Create and promote six videos bringing every day ranch life into the homes of millennial parents, key thought leaders and influencers across the globe.
Goal: Increase YouTube views from current 340,000 to 380,000 per year.

Priority B: Entice millennial parents to cook beef and share recipes by providing recipes that showcase Wyoming's culture and heritage.

4. Through financial investment in the Federation of State Beef Councils the WBC will support the industry in its effort to develop convenient beef recipes and share them with millennial parents through beefitswhatsfordinner.com and social media outlets.
Goal: Increase Beef Demand Index measure by 2 percent annually.
5. Utilize wybeef.com and social media to share recipes, cooking techniques and beef nutrition information with millennial parents and key thought leaders across the globe.
Goal: Increase wybeef.com page views, currently at 13,000 to 15,000 per year.
6. Produce and promote six YouTube videos to feature quick and easy recipes that appeal to the millennial parent consumer.
Goal: Increase YouTube views from current 340,000 to 380,000 per year.
7. Utilize the 50th Anniversary of the Wyoming Beef Council to draw attention to Wyoming's Beef Industry and history.
Goal: Reach 8,000 Wyomingites with a positive beef message and draw attention to the Wyoming Beef Council and Wyoming's beef industry.

8. Through partnerships with Wyoming's Family, Career and Community Leaders of America (FCCLA) and ProStart, the Wyoming Beef Council will prepare future influencers to advocate for beef.
Goal: Reach 1,400 culinary arts students and 25 educators with positive beef information and cooking experience.
9. Through a nine-month Google search and YouTube advertising campaign, the WBC will draw millennial parents and key thought leaders to the WBC website and YouTube Channel.
Goal: Increase YouTube views to 380,000 and website pageviews by two percent.
10. Through a beef-surplus state partnership coordinated by the Federation of State Beef Councils, called the Top 5 States Media Campaign the WBC will increase traffic to the "Beef. It's What's for Dinner" (BIWFD) website and BIWFD YouTube channel by purchasing search terms in markets of the top 5 most populated states in the US. (CA, FL, IL, NY and PA).
Goal: Deliver 2 million impressions, and 100,000 pageviews to beefitswhatsfordinner.com; deliver 5 million video impressions, and 1.2 million video views to the BIWFD YouTube Channel.
11. The WBC will support and encourage grassroots beef promotion and education efforts directed toward millennial parents through partnership with Wyoming CattleWomen and affiliated county CattleWomen groups.
Goal: Reach 100 millennial parents in Wyoming communities with positive beef nutrition messages, compelling beef production information and quick and easy recipes.
12. The WBC will support Wyoming's First Lady Jennie Gordon in her initiative to combat childhood hunger in Wyoming.
Goal: Reach 10,000 millennial parents with a positive message about the nutritional benefits and satiety of beef through beef product donation and publicity surrounding events.

Priority C: Proactively educate influencers and apprise beef producers about environmentally, socially and economically sustainable beef production practices.

13. Through financial investment in the Federation of State Beef Councils, the WBC will support the industry in its effort to define, promote and educate consumers about environmentally, socially and economically sustainable beef production practices.

Goal: Increase Beef Demand Index measure by 2 percent annually.

14. WBC will partner with Wyoming Agriculture in the Classroom to roll out the Wyoming Stewardship Project classroom curriculum to Wyoming educators. These lessons will arm educators and students with facts about environmentally socially and economically sustainable beef production practices.

Goal: Lesson to be incorporated into 240 classrooms with outreach to 4,800 Wyoming students.

Priority D: Educate health and nutrition influencers about the nutritional benefits of beef.

15. Through financial investment in the Federation of State Beef Councils, the WBC will support the industry in its effort to identify health influencers and share research and science based facts about the nutritional value of beef.

Goal: Increase Beef Demand Index measure by 2 percent annually.

16. WBC will reach out to nutrition and health influencers including the Academy of Nutrition and Dietetics, Wyoming Diabetes Management, Wyoming Department of Health, Wyoming School Nurses Association, Wyoming Department of Education, Women Infants and Children, UW County Extension Service and Wyoming Cancer Control Consortium to provide educational opportunities featuring beef nutrition and production facts.

Goal: Reach 120 nutrition and health influencers with positive beef messages.

II. Increase understanding of and support for the beef checkoff.

Priority E: Increase percentage of Wyoming beef producers who feel informed about the checkoff to 80%.

17. WBC will reach 5,400 cattlemen twelve times with information about the use of beef checkoff dollars through quarter-page, two-color ads in the Wyoming Livestock Roundup.

18. WBC will reach 13,444 Wyoming Farm Bureau members ten times with information about the beef checkoff through quarter-page, black and white ads in *Wyoming Agriculture*, a publication of the Wyoming Farm Bureau Federation.
19. WBC will produce an online annual checkoff report and call attention to it through contract advertising and media relations. Printed copies will be inserted into the Wyoming Livestock Roundup with additional copies available for trade show distribution.
20. WBC staff will produce and e-mail a minimum of ten informational e-newsletters to inform cattlemen about beef checkoff programs and will insert information into two nationally produced print newsletters from the CBB.
21. WBC will reach cattlemen and consumers alike with 100 thirty-second catchy innovative nationally-produced radio ads aired on 21 Northern Broadcasting stations.

Priority F: Increase approval rating of the beef checkoff in Wyoming to 75%.

22. Through public relations and visible presence the WBC will strive to display transparency and accountability to checkoff investors.
23. WBC will measure how informed Wyoming producers feel about the checkoff and the resulting checkoff approval rating by participating in a heavy-up of the national producer attitude survey conducted annually by the Cattlemen's Beef Board January 2022.

ADDITIONAL RESPONSIBILITIES—Collections Compliance

24. Maintain an inter-agency agreement with Wyoming Livestock Board, brand division, to ensure continued beef checkoff collection.
25. Conduct a fiscal year audit with McGee, Hearne & Paiz, LLP according to CBB and State of Wyoming standards and requirements.
26. Provide all documentation and cooperation required by the Cattlemen's Beef Board during the fiscal year to fulfill the role of a qualified state beef council
27. Process and return state of origin money to originating states.

ADDITIONAL RESPONSIBILITIES—Administration

28. WBC staff will provide administrative support services to all program areas and projects approved by the WBC members.
29. WBC staff will reimburse travel expenses for WBC members who travel to conduct Council business. Vouchers will be completed by WBC staff within 5 days of having received the necessary documentation and receipts from the member who traveled.

30. WBC Executive Director will conduct new member training and review fiduciary responsibility and liability of board members annually.
31. WBC will evaluate all programs according to the goals set in the FY2021 Marketing Plan.
32. WBC Executive Director will work as necessary to provide educational information to affiliated agriculture organizations, legislators and other key influencers to ensure a solid understanding of the program among key thought leaders.